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Knowledge Sharing Process in World Wildlife Found For Nature Indonesia

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KNOWLEDGE SHARING PROCESS IN WORLD WILDLIFE FOUND FOR NATURE INDONESIA

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Abstract

This research discusses the process of knowledge sharing at World Wildlife Fund for Nature Indonesia (WWF Indonesia). The purposes of this research were to describe the processes, driving factors, and barriers that influence the knowledge sharing in WWF Indonesia. This research was a qualitative study with a case study as method. The results of this study indicate that the process of knowledge sharing in WWF Indonesia is divided into three processes; the first process is identification, the second process is the assessment of the availability of knowledge, and the last process is the creation of knowledge sharing programs. The knowledge sharing programs at WWF Indonesia include sharing sessions, workshops, and Community of Practices. In addition, there are also supporting factors for knowledge sharing in the form of organizational structure and good relations between top management and other members. The obstacles found were lack of motivation to share, lack of management's monitoring, and inadequate internet networks.

Keyword: information centers, knowledge sharing process, World Wildlife Fund for Nature Indonesia (WWF)

Introduction

According to Tobing (2007), now the world has entered an era of knowledge-based economy. This knowledge-based economic era is an era where production and service activities are based on knowledge that contributes to the acceleration of technological progress and scientific research (Powel, 2004). The main component in this knowledge-based economy is intellectual ability, which is used to integrate improvement at each stage of the production process. In this era, the main focus is to produce new ideas to improve quality or create better quality goods or services (Powel, 2004). In addition, the industrial revolution 4.0 also encourage various companies to continue to create new ideas in order to survive in this very tight competition.

The end of the industrial economy era into an era of knowledge-based economy brings change in looking at important assets that are the hallmarks of the organization. The main source of organizational wealth in this era is no longer a piece of land, a means of production or financial capital, but rather a knowledge that exists within the organization. According to Tobing (2007), the organization's ability to manage knowledge, which is largely in the form of

tacit knowledge for each individual, is a challenge for every organization. To answer this challenge, good knowledge management is needed in order to maintain knowledge or intellectual assets within the organization so that there is no knowledge loss and it can continue to be available for learning by members who need it. In the fight against knowledge loss or what is referred to as corporate amnesia, it is necessary to transfer knowledge and share knowledge (Harvey, 2012).

The type of organization that is still rarely researched about knowledge management is a non-profit organization. This type of organization contributes a lot in social and economic fields (Rathi et al, 2014). One of non-profit organizations is non-governmental organizations (NGO). Non-governmental organizations are known as knowledge-intensive organizations (Lettier, 2004). Knowledge-intensive organizations are types of organizations whose main activities include the collection, creation or dissemination of knowledge (Lockett et al, 2016). The problem faced by non-governmental organizations is the lack of documentation of science or the conversion of tacit knowledge to explicit knowledge (Lettier, 2004). Lettier also said that non-government organizations have heterogeneous, scattered, rarely publicized or documented and not stable knowledge capital.

One of the non-governmental organizations that also has a function as an information center is WWF Indonesia. WWF Indonesia's work areas include Sumatra and Java, Kalimantan, Papua and Sulawesi, Nusa Tenggara and Maluku. With such a wide working area, the knowledge in WWF Indonesia is so diverse. This is a challenge as well as a separate problem for WWF Indonesia to process knowledge in each individual and encourage its members to share. These challenges and problems have been attempted by WWF Indonesia by establishing a knowledge management division in 2014. Since its establishment this division has carried out knowledge sharing programs, such as workshops, communities of practices (COP), sharing sessions and has also utilized information technology to support knowledge sharing activities.

There is very little research on sharing knowledge in information centers, especially in Non-Governmental Organizations. The type of information center that is mostly researched is special libraries. It is interesting for the author to further examine how knowledge sharing processes and programs at WWF Indonesia. This study aims to describe the knowledge sharing process and programs at WWF Indonesia. In addition, the next objective is to find out the supporting factors and obstacles that affect the knowledge sharing process at WWF Indonesia.

Literature Reviews

Knowledge is divided into two types, namely tacit knowledge and explicit knowledge. Polanyi (1966) said that all knowledge has a tacit and explicit component, the better the component of tacit, the more difficult that knowledge is to be transferred. Polanyi defined the tacit component as something personal, an ability or skill to do something and solve problems, based on experiences that are experienced by themselves and learning. Based on research from Polanyi, Nonaka and Takeuchi (1997) explained that tacit knowledge is very personal and difficult to formalize because it is based on the actions and experiences of an individual. Meanwhile, according to them, explicit knowledge can be more easily articulated into something formal, structured, and systematic and can be more easily transferred and communicated.

Knowledge sharing is defined as the exchange or dissemination of explicit or tacit knowledge, ideas, experiences, or technology among individuals or groups (Osama, 2017). A similar explanation is also explained by Rayes Farooq (2017) that knowledge sharing refers to routine behavior related to the exchange of knowledge, experience, and skills of employees. An understanding of knowledge sharing is often equated with knowledge transfer. This is due to a lack of clarity regarding the two concepts in the literature (Kumar and Ganesh, 2009). According to Tangraja (2016), several previous studies erroneously interpreted the definition of knowledge sharing. In avoiding misunderstanding, the authors consider that it is necessary to give a little explanation of the differences and the relationship between knowledge sharing and knowledge transfer.

In a study conducted by Tangraja (2016), said that knowledge sharing can be seen from two perspectives, namely bidirectional and unidirectional. In the bidirectional perspective there is an exchange of knowledge from each individual, both individuals are active as the giver as well as the recipient of knowledge where this activity involves knowledge donating and knowledge collecting. Whereas in the unidirectional concept, knowledge sharing is only carried out in one direction, namely between the information provider and the information recipient. This research conducted by Tangraja (2016) provides an explanation that knowledge sharing and knowledge transfer are two different concepts but both are interconnected. Knowledge sharing has a relationship with knowledge transfer, referring to two strategies of knowledge transfer namely personalization and codification. Knowledge sharing plays a role in personalization strategies wherein this strategy focuses on the process of transferring

knowledge personally or people-to-people (Liu et al. (2013). Personalization is an approach aimed at situations where most organizational knowledge is tacit (Dhirma and Sharma, 2009).

Sharing knowledge also plays a role in the conversion of knowledge. Tacit knowledge that is hidden in the mind of each individual must be converted to be studied, discussed and disseminated within the organization. In converting knowledge, Nonaka and Takeuchi (1996) have four types of conversion processes, namely socialization, externalization, combination, and internalization.

Table of Knowledge Conversion

Source: Nonaka and Takeuchi (1996)

	Into tacit knowledge	Into explicit knowledge
From tacit knowledge	Socialization	Externalization
From explicit knowledge	Internalization	Combination

The socialization process is related to the concept of personalization strategy or entering into the process of sharing knowledge. Conversion of tacit to tacit which is a socialization process can only occur when there is an interaction between individuals and groups, or it can be said that this process requires people-to-people activities that are in accordance with the personalization strategy.

To succeed knowledge sharing activities, organizations must facilitate and encourage their members by providing the necessary motivations. This is an organizational challenge because members cannot be forced to do so (Amayah, 2013). Lin (2007) and Razmerita et al (2016) have classified the 3 dimensions of factors that influence knowledge sharing, namely individuals, organizations and technology. On individual factors, to encourage individuals to have the willingness to share the knowledge of the organization, they need to provide motivation in the form of rewards so that each member emerges extrinsic motivation to share knowledge. Organizational influences relate to the operational aspects of knowledge assets, including functions, processes, formal and informal organizational structures, control measures and indicators, improvement processes, and business process engineering (Tobing, 2007). The supporting factor of technology in knowledge management is to distribute knowledge through the internet/ intranet which allows knowledge possessed by organizations to spread widely and belong to the collective organization (Tobing, 2007).

Davenport (1994) research has shown that employees often refuse to share their knowledge. According to Razmerita (2016) there are still obstacles in knowledge flow even though the organization has facilitated and encouraged knowledge sharing activities. Riege (2005) divides barriers in sharing knowledge into three, namely individual barriers, organizational barriers, and technological barriers. At the individual level, according to Riege (2005), the distribution of the right knowledge from the right person to the right person at the right time is one of the biggest challenges in sharing knowledge. In addition, according to Riege (2005) there is often fear among employees that knowledge sharing can weaken their position in the company. At the organizational level, the obstacle is the lack of adequate infrastructure to support knowledge sharing programs. According to Riege (2005) adequate infrastructure and resources to facilitate the practice of knowledge sharing are the basis of a successful knowledge management program. In addition, top management must also create an environment where people want to share what they know and use what others know. The top management support role is fundamental to create a culture of knowledge sharing (Riege, 2005). The technological constraints (Riege, 2005) are about the complexity of the use of technology. The complexity of technology can be a barrier for employees to use the system and eliminate their interest in sharing knowledge. Companies need to involve users in designing, modifying or choosing new technologies.

Research Method

This study uses a qualitative approach. Meanwhile, qualitative research is a method for exploring and understanding meaning that by a number of individuals or groups of people is ascribed to social or humanitarian problems (Creswell, 2014). The research method used in this study is a case study method. Case studies are methods that examine events, activities, processes, or individuals in depth (Creswell, 2014). This case study method will allow researchers to obtain in-depth information about the process of sharing knowledge at WWF Indonesia.

The subjects of this study were members of WWF Indonesia who were involved in designing knowledge sharing programs and had participated in knowledge sharing activities. Then the object of this research is the process of sharing knowledge at WWF Indonesia. This research was conducted from September 20, 2018 to December 28, 2018.

The informants chosen in this study had criteria namely working at the WWF Indonesia Foundation for or more than 5 years, because the knowledge management division at WWF Indonesia had only started running five years ago. In addition, another criteria is that informants must have participated in knowledge sharing activities and been involved in designing knowledge sharing programs because the authors want to know in detail how the process of knowledge sharing. Based on these criteria, 5 categories of interview informants were chosen which were the main information sources for this research, as follows:

No.	Informants	Position	Years of Service
1.	Rudi Permana	Head of KM Division	22
2.	Nara Wisesa	CSU	5
3.	Ndaru W	Head of HR	5
4.	Pietra Widiadi	*Governance and Policy*	5
5.	Edwin Chaidir	Head of IT	20

Data collection in this research uses three methods, namely observation, interviews, and document analysis. The observation is carried out to observe the object of research in depth and from various aspects. The observed aspect is the activity of knowledge sharing process at WWF Indonesia. Then interviews are conducted in a semi-structured manner. The interview questions are related to how knowledge sharing processes, supporting factors and inhibitors of various knowledge processes. The researchers will gather information through the opinions, experiences, and attitudes of the informants, and document analysis. The document Analysis is by looking at documents as knowledge sharing media such as meeting minutes, e-mail, and information from sharing knowledge media used.

Discussions

Sharing knowledge in WWF Indonesia is a part of a strategy to achieve organizational goals. In achieving its vision, WWF Indonesia has a Strategic Plan made every five years. Based on this strategic plan, WWF Indonesia creates a knowledge management strategy as a part of achieving organizational targets. WWF's knowledge management strategy in which there is sharing of knowledge and knowledge mapping, is formulated in the form of Knowledge Management Blueprint. WWF Knowledge Management Blueprint is a reference in developing knowledge models in WWF which includes strategies, initiatives, and knowledge management activities.

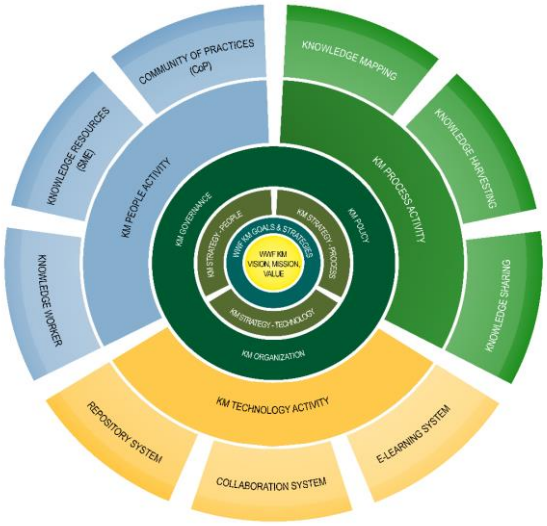

Image 4.1 Knolwdge Management Blueprint of WWF Indonesia
Source: Private Document of WWF Indonesia

Knowledge sharing in the knowledge blueprint above goes into the KM Process Activity. Inside the KM Process Activity, there are Knowledge Mapping and Knowledge harvesting. These three processes are related to each other. The knowledge mapping section is intended to identify what knowledge or information is needed in carrying out the strategies that have been made to achieve the organizational goals listed in the five-year strategic plan (the identification process will be explained in detail in the next sub-chapter). The knowledge required can be sourced from tangible sources such as books, documents resulting from activities, best practices, or other intangible sources of knowledge contained in the knowledge of each individual. Sharing knowledge will play a role in fulfilling intangible sources of information or knowledge that are contained in each individual. The results of knowledge mapping will be

determined by methods of sharing knowledge that is appropriate to the needs of information or knowledge needed. Whereas in knowledge harvesting is intended to extract existing knowledge in individuals or the results of sharing knowledge to be documented in the form of written documents.

Identification

The knowledge identification stage is created in the form of knowledge mapping. Knowledge mapping is basically just a template or as a place to explain in detail what knowledge or information is needed to carry out strategic activities. In knowledge mapping, there are business processes, activity strategies, knowledge needs, and how to meet those needs and assess the knowledge that exists in the organization. One of the advantages of making knowledge mapping is that an organization can connect an expert with employees who need the knowledge they have (Dhirman and Sharma, 2009).

At the initial stage to find out the knowledge or information required, each division needs to know what business processes are needed to achieve the target of the planned goals for the next five years. This business process is the whole way or strategy to achieve the targets of the existing project outcomes. This requires a long discussion between experts to determine the business process. So that it can be determined what strategies are needed for five years to reach the strategic plan target.

After the business process is determined, the next step is to make strategic activities to carry out the process. Strategy activity is an activity that has an impact on the performance of the division and if it is not implemented it will cause harm to the organization. This strategy activity is formulated based on the business process carried out. An example of a strategic activity carried out by WWF Indonesia is lobbying the House of Representatives to make a regulation or revise a law or approach the community to provide a ban on hunting for animals. If these are not done, it will hamper or make a business process not work well. After we determine all the strategic activities needed, the next step is to determine the knowledge needs required because each strategy activity definitely requires knowledge to run it.

In determining the knowledge required, one strategy activity can consist of some knowledge or some strategy activities requiring only one knowledge. All of these depends on the activities to be undertaken. In facilitating the identification of knowledge, each division classifies the knowledge required to carry out strategic activities by dividing into three groups, namely core knowledge, advance knowledge, and innovative knowledge. In core knowledge, important knowledge, which is recorded, is the basic knowledge required by someone to work well. This knowledge is survival, interpreted as a basic need to run a business process or strategy activity.

In advance knowledge, important knowledge, which is recorded, is the knowledge acquired by a person as during working in the organization and will produce success. This

knowledge category is usually owned by members of organizations who have already had considerable experience in studying or practicing certain disciplines. In addition, this type of knowledge can be best practice that has been continuously tested by experts.

In innovative knowledge, it records important knowledge such as breakthrough and gives significant results. The informant described this type of knowledge as the development of advance knowledge that is not usually possessed today or has not been thought of. This kind of knowledge will have a significant impact on the development of the organization if owned by the organization.

After the knowledge identification process is carried out, how to get that knowledge is the next process. If the knowledge is available in individuals or recorded as tacit knowledge, then a program or knowledge sharing activity will be created to conduct learning to obtain these knowledge needs. This process is knowledge collecting where the recipient of knowledge conducts consultations with someone who has knowledge capital. If the required knowledge is available in the form of documents such as books or in the form of books, it will be recorded as material to be studied by the work unit that requires. In addition, if the required knowledge is not in the organization's members or in the repository system, it will be searched in organization or company that provides the knowledge source.

After this identification process is carried out or mapped, it means the organization already knows the steps that must be taken to achieve the stated goals. The next step is how to carry out these strategic activities and how to meet these knowledge needs to launch strategic activities that have been formulated.

Method of Fulfillment Knowledge Needs

As stated by Emanuelet Lettier (2004), non-profit organizations have heterogeneous, scattered, rarely capitalized or documented knowledge capital and are unstable. This happens within the WWF Indonesia Foundation. Knowledge in WWF Indonesia is still scattered in each work unit or within members of the organization which is tacit knowledge. This widespread knowledge is caused by the absence of an official organization repository that can facilitate and encourage employees to store the sources of knowledge or information. Knowledge in each work unit is still mostly stored on personal Google drive or division Google drive account.

In addition, this problem is also caused by the absence of a work unit or division that focuses on processing a repository or library. Processing repositories in WWF Indonesia is still only processed by the IT department. Usually it is the role of a special library to regulate the source of knowledge or information which also becomes an institutional repository. A special library is repository for research, study, and critical thinking about modern enterprises, focusing on corporate governance and the relationship between company management, company leaders and shareholders (Aycock, 2002). The absence of an official repository of organizations or special libraries affects members of organizations and work units in meeting their knowledge needs to achieve the targets of the strategic plans that have been made.

In fulfilling their knowledge needs, several informants said that they usually asked one of the division members to search through Google Drive in their work unit. If not found, they search through Google search engine. They search via Google if the source of knowledge is general, such as regulations or data issued by the government. Whereas searching research references, methodologies or scientific searches will be carried out using Google Scholar. The selection of Google Scholar is also due to WWF Indonesia obtaining membership facilities from the Web Network, so that they can download knowledge sources from digital libraries such as Jstore, Emerald, Sciens Direct and others. Even if those searcing ways can not find the knowledge needs, the work unit will ask the Conservation Science Unit team to develop this knowledge. Later the CSU Team will invite experts or make a study of the knowledge.

If the required knowledge is owned by an individual in the form of tacit knowledge, sharing knowledge takes a role to meet the knowledge needs. The concept of sharing knowledge from individuals to individuals or people to people is also called personalization. Personalization is a people to people approach where there is direct interaction between knowledge providers and knowledge users (Liu et al, 2013). WWF Indonesia has several

methods for sharing knowledge in order to meet the knowledge needs. In the next section, it will be discussed the methods of sharing knowledge at WWF Indonesia.

Knowledge Sharing Media

In the process of sharing knowledge at WWF Indonesia, the existing media plays a role in connecting knowledge or information from one employee to employees who have the required knowledge resources. This knowledge sharing media is also assisted with technological facilities to maximize knowledge sharing activities.

The knowledge sharing media at WWF Indonesia is carried out with a Workshop, Sharing session, and COP (Comunity of practice) methods. While the technology in use is Zoom, Microsoft share points, email, Whatsapp and Facebook. Those three knowledge sharing media organized by WWF are a form of socialization process because all of these methods require direct social contact or using technology. This is similar to what Dhiman and Sharma say (2009) that socialization is a component for knowledge to share when there is a contact social interaction such as experience-sharing or job training.

Workshop at WWF Indonesia brings together two or more different work units. This activity produces something in the form of documents, for example, like agreement or strategy to solve a problem. This activity requires advance knowledge to achieve the goals. Based on observation, this activity is a sharing of bidirectional knowledge because in this activity each work unit becomes the knowledge provider and recipient of knowledge according to the bidirectional perspective. In the bidirectional perspective, there is an exchange of knowledge from each individual who are active and play the role as both givers and recipients of knowledge (Tangraja et al, 2016).

Sharing Session activities are unidirectional knowledge sharing activities, which are that the individuals involved are not active in exploring knowledge or information. Based on the unidirectional concept, knowledge sharing is only done in one direction, namely between the information provider and the recipient of information. In this activity there are individuals who send information and individuals who receive information. Unlike the workshop method where the two individuals or work units become senders and recipients.

Sharing session activities are one way of organization to change levels or to increase the level of knowledge possessed by the organization. As explained earlier, in the identification process, the organization will assess the required knowledge. The assessment is classified into three parts, namely fully occupied, partial and none. To change or increase levels from none to partial or from partial to fully occupied, it takes a variety of activities, one of which is this sharing session. In this Sharing Session activity, usually the information provider or resource

person is expertise in their field. If the organization does not have it, the organization will invite external expertise to become the speaker from this sharing session. This activity only contains two sessions, namely the presentation session from the speaker, and questions and answers from the participants. Then the minutes of the sharing session will be shared with all members of WWF Indonesia via email.

Wengeer and Synder (2000) state that Communities of Practice (COP) is a group of people who are formally collected based on their expertise and passion to build a joint enterprise. On the other hand, COP is a group of people with similar interests and expertise that are deliberately collected in a forum for strategic purposes in an institution. This community is formed for certain individual expertise can develop and bring benefits to the organization. This COP activity is followed by members of organizations that have advance knowledge gained from experiences while carrying out strategic activities at WWF Indonesia. However, these activities may also be attended by new or inexperienced members of the organization, as long as those members are interested in participating.

This activity is carried out because of the similarity of passion or interest in carrying out organizational activities. For this reason, there is no coercion or made with a routine schedule held every month or year. This activity is carried out when there are some people who feel there is something to discuss or something new such as new policies or new sciences in conservation and others. COP is usually opened by the presentation of expert speakers or commonly called Subject Matter Expert (SME). SME here can be based on members of WWF Indonesia or from outside the organization. After that, a discussion was opened about the discussion topic or existing problems. The discussion will flow like having a conversation but in an orderly manner. After that, a summary and the results of the discussion will be read. The results of this COP will be uploaded on the WWF Indonesia Intranet, so that all members of the organization can read it.

Knowledge Sharing Tools

WWF Indonesia uses technology to support knowledge sharing activities such as Microsoft Share Point, Email, Facebook, Zoom, and Whatsapp. These five technologies are used for different purposes. From observations and interviews, Microsoft Share Point (MSP) is one of the main means of supporting knowledge sharing activities at WWF Indonesia. This technology is named by WWF Indonesia as an Intranet because they use the organization's private network, so that only WWF Indonesia members can access this Intranet.

They use MSP as the main means of sharing knowledge because this technology has various functions that can support knowledge sharing activities. Especially, the functions are discussion functions and repository functions. Repository function is intended as a forum for members of the organization to store and disseminate documents such as research results, activity reports, best practices, results of the COP, workshop minutes and others. Besides, MSP is also used for storage facilities and sharing the results of documentation of an activity and research documentation. While discussion function, in this MSP users can discuss each other about a problem or discuss to plan something. The users do not need to face or be in one room to have a discussion with this facility. This function is very helpful for members because WWF Indonesia has members spread across several regions of Indonesia. Another facility of this discussion function is that users can create small groups according to their wishes.

The next technology facility is e-mail which is a tool that can be used to send and receive documents in the organization. E-mail can also be a place to store documents electronically and stored on the internet. As a means of knowledge sharing at WWF Indonesia, e-mail is often used as a means of sending documents, sending information on knowledge sharing activities and as a means to store documents. By using the storage function via email, users can share knowledge without sending the required documents first but only by adding who can view or change the document. Users can also directly share documents in one folder, so the process of sharing knowledge is faster. Google Drive only provides 15 GB of storage capacity for each email user.

In carrying out video conference, WWF Indonesia uses Zoom to support knowledge sharing activities. This facility has various facilities, namely video conference, online meeting, chat, and mobile collaboration. Zoom is often used by WWF Indonesia to facilitate their members who cannot attend workshops, sharing sessions, or COP because they are constrained by distance.

For Facebook facilities, WWF has its own Facebook called Workplace. WWF International makes collaboration with Facebook to create a personal Facebook. The given domain is different from Facebook in general. This tool can be used throughout WWF, including WWF Indonesia.

WWF Indonesia uses Whatsapp Messenger (WA) to communicate and coordinate work, latest information, or other matters. WA supports WWF Indonesia members to communicate more quickly. WA becomes a means for problem discussion or decision making that must be discussed quickly. WA is also a means to help WWF Indonesia members to stay updated in keeping up with information, especially information related to conservation.

Supporting and Inhibiting Factors of Knowledge Sharing at WWF

The factor that supports knowledge sharing activities is the organizational structure. The organizational structure of WWF Indonesia is not hierarchical. It can be seen from the large frequency of relationships or interactions between superiors and subordinates. This non-hierarchical structure is intended to encourage collaboration and integration between members and among organizational units. Organizational structures that are not hierarchical in WWF Indonesia affect the relationship between top management and the organization members. The communication is not rigid and friendly. It can be seen from the interactions while doing workshops and also when in an office environment.

The organizational structure of WWF Indonesia encourages socialization between top management and the members and encourage a culture of knowledge sharing. Hierarchical and bureaucratic organizational structures are no longer relevant in dealing with the increasingly complex problems faced by organizations day by day, the more complex and abundant information that must be interpreted by the management of an organization (Tobing, 2007). A hierarchical structure, which consists of many hierarchical levels will slow down the flow of information and knowledge to reach employees in need.

One of the obstacles to knowledge sharing activities at WWF Indonesia is in the individuals whose low level of awareness to share knowledge. This low level of awareness can be seen from the lack of initiative of members to share knowledge in explicit form into the Intranet facilities at WWF Indonesia. Most explicit knowledge is stored on a laptop or a private goggle drive. One reason for the lack of initiative to contribute knowledge to organizational databases is the lack of trust in the usefulness of knowledge if shared.

Members of WWF Indonesia do not have intrinsic motivation in sharing knowledge. Intrinsic motivation is motivation that is driven by inner self-interest or a comfortable feeling and enjoys helping others without encouragement or expecting external rewards (Rzmerita et al, 2016). The motivation in WWF Indonesia's members is still only extrinsic motivation. Extrinsic motivation refers to a person's performance in carrying out activities that are driven by the desired results (Razmerita et al, 2016). Most individual motivation is driven by goals such as getting money awards or promotion.

Another obstacle comes from organizational factor, that is the lack of attention from leaders to the culture of knowledge sharing. It can be seen from the absence of policies that encourage or familiarize members to share knowledge. Another proof of the lack of attention to the culture of knowledge sharing is the absence of a regular schedule of knowledge sharing activities such as COP or sharing sessions. Making a regular schedule for knowledge sharing activities is the beginning to make the culture of knowledge sharing. In addition, there is no policy or encouragement from leaders to invite members to contribute knowledge to the organization's database that has been provided.

Motivation from the organizational leaders or top management is important to foster a culture of knowledge sharing in an organization. According to Tobing (2007), organizational values made by organizational leaders influence employee behavior in sharing knowledge. Behavior of leaders who participate actively and give direct attention to knowledge sharing activities is a driving force for employees to share knowledge. In addition, the values brought by top management also underlie the organizational culture that drives the knowledge sharing within the organization. So, the implementation of knowledge sharing practices within the organization should be initiated from planting values to top management who see knowledge as the source of competitive advantage.

Furthermore, knowledge sharing activities at WWF Indonesia are also hampered by technology. The information technology at WWF Indonesia is good enough to facilitate knowledge sharing activities. However, there are some things that make the technology becomes an obstacle to sharing knowledge. Based on the observations, most WWF Indonesia members complained about weak internet networks. This weak internet network makes the facilities unusable for knowledge sharing activities, especially video conferencing facilities that require fast networks.

In addition, the repository system or data management in the WWF Indonesia Intranet/ MSP has not been well made. It can be seen from the absence of a standard arrangement in the repository like the document management page on the stored documents is very untidy. The cataloging system does not have a clear structure. They determine title without using the proper metadata rules. The search feature is very simple, there is no search option based on the author, or keyword.

This poor cataloging is also caused by that members enter documents freely without monitoring from the IT Party or knowledge management division. This lack of a repository system can create obstacles for retrieving an information source. The difficulty of rediscovering the information source in the repository will affect the user's desire to use the facility and can hinder the culture of knowledge sharing at WWF Indonesia.

Development of information technology systems makes easier for users to encourage knowledge sharing activities. When users get easy access to find sources of information in the repository, the users know the benefits of his contribution in knowledge sharing within the organization's database. According to Kim and Lee (2005), designing and delivering knowledge management systems aimed at the needs of users are the most important factors in influencing the benefits of the system itself. Organizations invest in information technology and knowledge sharing systems because they can affect the ability to share knowledge in organizations.

Conclusion

The conclusion of this study is that WWF Indonesia has three stages in the knowledge sharing process. The process starts from the stage of identifying the required knowledge in accordance with the strategic plan. The strategic plan is formulated within five years. The next step is assessing the availability of the knowledge in the organization by dividing it into three groups, namely fully occupied, partial, and none. After getting the results of the assessment of existing knowledge, then knowledge sharing programs are created according to existing needs.

The knowledge sharing program at WWF Indonesia is intended to facilitate the process of personalization or knowledge transfer personally (people to people). The media to support knowledge sharing are workshops, sharing sessions, and comunity of practice. They often use workshops to support the knowledge sharing program. The workshop has a schedule that is more structured than sharing session and comunity of practice. The knowledge sharing

activities at WWF Indonesia are equipped with adequate information technology facilities eventhough these facilities do not work well.

In addition, one of the findings shows that the organizational structure of WWF Indonesia encourages collaboration between each member and unit. This organizational structure affects the relationship between the top management and the members that work well without coercion. Other factors that also influence knowledge sharing are individual, technological and organizational factors, but these three factors become obstacles in the organization's activities. The low awareness of individuals due to lack of motivation from the organization becomes a barrier to the occurrence of knowledge sharing activities. In addition, technology that is not equipped with an adequate internet network and less user-friendly applications are also obstacles to the knowledge sharing activities. In the organization, lack of attention and monitoring from the top management makes knowledge sharing activities not going well.

Saran

Based on the research results, the researchers would like to suggest several things to improve, hopefully, the knowledge sharing process as follows:

1. We recommend that WWF Indonesia create a mechanism for the provision of prolonged rewards and give benefit the organization. Like providing diving training scholarships to members who often contribute knowledge sharing. Provision of this prolonged reward is to give rise to prolonged extrinsic motivation. In addition, giving rewards must be based on a clear indicator.
2. We recommend in making a routine schedule at least once a month for COP activities and sharing sessions for one year. The material should also be diverse and discuss interesting and current issues. Making this routine schedule is to encourage a culture of knowledge sharing.
3. WWF Indonesia should create a policy to encourage the retention of documents relating to the activities into the organization's repository. This is to keep WWF Indonesia from losing knowledge when one member leaves the organization.
4. WWF Indonesia should allocate Human Resources to monitor knowledge sharing activities such as ensuring COP activities run continuously.

5. To encourage knowledge sharing to be an organizational culture, it is better for the top leaders or management at WWF Indonesia to instill values to the organizational members that knowledge would be source of organizational competitive advantage. Like instilling the value of how important documents are stored in the organization's repository, instilling the values of importance of minutes or recording after activities.
6. We recommend that the storage system on management documents be contained on Intranet or MSP or be made user-oriented. So that not only the KM or IT division can use it.
7. We recommend changing the storage system in the document management in the Intranet or MSP. The changes include fixing meta data for document storage, adding search features and limiting users who can enter documents arbitrarily. For this reason, it requires human resources who can catalyze a document.
8. To improve the repository system or organization’s document management, WWF Indonesia should facilitate the IT team to get training in catalyzing documents or recruiting new members who have backgrounds with these capabilities.
9. It is better if the knowledge management division also focuses on documentation of knowledge, so that the results of knowledge sharing activities can be an organizational asset.

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